



2006-07 Business Plan Human Resources Department



***The Human Resources Department
One Team – Here for You***

Orange County Human Resources Department



One Team Here for You!

Dear Customer/Colleague:

The mission of the Orange County Human Resources Department (HRD) is to foster business and customer partnerships, provide exceptional customer service, and to proactively lead in the creation and use of effective organizational systems within the dynamic and diverse environment of Orange County. Organizational systems in general provide the framework to align and regulate the business processes and management of an organization. HRD operates in a highly decentralized environment where agency/department HR professionals report directly to Agency/Department Heads, but look to HRD for support in regard to Human Resources policy guidance and in providing the systems that help maximize and integrate employee efforts to accomplish business objectives.

HRD was established as a stand alone department in January 2004. During the last year and one-half, the HRD has experienced significant changes in leadership, direction and organizational structure. In implementing these changes, our Department has refocused its mission and vision to strengthen customer service and communication with the departments and clients we serve. HRD is committed to providing departmental HR staff with the development and guidance needed to implement and sustain County programs pursuant to relevant law and Board policy as well as to being a leader in the use of professional best practice to address contemporary HR issues.

The attached 2006-07 Business Plan describes the HRD's new customer focused organizational structure and outlines its goals, priorities and key initiatives for the coming year. Among the major priorities for FY 2006-07 is completing negotiations with County labor organizations on both labor contracts and necessary Retiree Medical program changes that will go into effect in January 2007.

The development of a Strategic Human Resources Plan for the County was identified as a major priority in HRD's previous business plan in line with the recommendations made by Cooperative Personnel Services (CPS), *County of Orange Human Resources Organizational Review*. It was determined, however, that the organizational focus and structure needed to be addressed first before

an effective strategic plan could be developed, and the Strategic HR Plan is now scheduled for development and completion in FY 2006-07. This plan will be customer driven and incorporate input from Agency/Department Heads, departmental Human Resources managers and the CEO. The Strategic Human Resources Plan will serve as a road map in defining Countywide HR program and service priorities as well as the deployment of resources to key County initiatives, and will help provide a framework for further decentralization of county wide Human Resources.

HRD will also work closely with CEO/IT, CEO/Finance and the Auditor/Controller's office to identify alternatives and set a strategic course to implement a new value driven approach specific to Personnel/Payroll functions. Additionally the Department will continue to evaluate and strengthen customer service and engage mechanisms to help improve service delivery.

In addition to the priorities identified above, HRD will also:

- Expand use of the new online recruiting system;
- Continue to take a leadership role with the CEO in developing a Countywide succession plan consistent with the Board/CEO goals and vision;
- Work with stakeholders to identify cost-saving opportunities for the County's benefits programs;
- Strive to enhance the County's image as an employer of choice.

FY 2006-07 will be challenging as HRD fully implements its new service model and works with the CEO and various stakeholders to address critical and complex issues associated with Retiree Medical, pension funding and the selection and strategic planning necessary to effectively implement the HR component of a value driven approach for personnel/payroll functions. The HRD looks forward to a productive year in which relationships within and outside the County are strengthened, and the County positively benefits from more innovative HR information and management systems and newly implemented service delivery model. Ultimately, these efforts are intended to better serve our customers and the citizens of Orange County.

Sincerely,

Dianna Garcia
Director, Human Resources and Employee Relations

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Executive Summary

The Human Resources Department (HRD) was formed in January 2004 as part of a countywide reorganization, and in 2005 the County Executive Office (CEO)/Labor Relations was merged with the HRD, and the Volunteer and Intern Services was transferred from the HRD to the CEO. The FY 2006-07 HRD Business Plan is the Department's first as a stand alone department and provides formal definition of the HRD's purpose and direction for the future.

In 2005, HRD implemented significant structural changes related to the leadership and operational focus of the department. The department's vision and mission was redirected to improve customer service to the County's decentralized agency/department HR and departments in general, and to provide policy, systems and related professional development for countywide HR staff. The HRD Vision and Mission, therefore, have been revised to reflect the current strategic direction of the department:

Vision:

One Team – a leader in developing employee excellence and high quality service to the citizens of Orange County.

Mission:

Our mission, as the County's Human Resources Department, is to foster business and customer partnerships, provide exceptional customer service, and to proactively lead in the creation and use of effective organizational systems within a dynamic and diverse environment.

Core Values:

Honesty	Integrity
Trust	Quality
Courage	Consistent application
Appreciation	Sensitivity/interpathy
Service oriented	Responsive
Discipline	Mastery

Likewise, the strategic goals identified in previous HRD Business Plans have been revised to more closely align with the strategic direction of the department:

The Department's goals for FY 2006-07 are:

1. Provide leadership in the delivery and creation of Human Resources knowledge and systems to assist County departments in developing and achieving exceptional employee performance.

2. Foster and strengthen customer and business partnerships to facilitate and enhance timely, contemporary and exceptional countywide Human Resources services.

During upcoming year, the Department will work with the Board of Supervisors, the County Executive Office, Agency/Department Heads, and HR Managers to strengthen communication and HR service delivery by:

Working with our business partners to identify and implement strategies to contain costs for the Retiree Medical programs and other County Benefits Programs in the context of global compensation.

Collaboratively working with our business partners to create and implement contemporary HR systems and policies that support the operational needs of the departments and provides for further decentralization of HR services in areas where accountability can be clearly defined.

Defining corporate leadership, direction, compliance standards, and oversight for countywide HR practices and policies by providing knowledge, HR systems, and professional networks to strengthen service delivery and accountability.

The Human Resources Department will be working to achieve its mission and meet its goals in a challenging environment which includes budget constraints, intense competition for skilled workers, the need for and the reality of increasing workforce diversity, changing workforce expectations and skill sets, and complex and dynamic legislative mandates.

In summary, HRD's team of 38 individuals is committed to achieving the goals described in the business plan, and to continuing to ensure that the over 17,500 County positions established by the Board to serve the community are filled with dedicated and highly skilled employees who reflect the diversity and talent of the Orange County community.

HRD's accomplishments in 2005 included:

Implementing a new online recruiting system that received a *Customer Innovation* award for its rollout,
Finalizing and completing a benchmark customer service survey, and
Providing leadership in developing and negotiating strategies to address benefit, pension, and retiree medical issues.

**County of Orange Human Resources Department
Business Plan
July 1, 2006 thru June 30, 2007**

Introduction

The County of Orange Human Resources Department (HRD) was established by Board action in January 2004. The HRD is composed of 38 positions charged with the responsibility of directing and managing Countywide HR programs and functions including Employee Benefits, labor and employee relations, Equal Employment Opportunity, classification, recruitment/marketing, HR Systems management and development, personnel records management, and policy and procedural compliance auditing.

In addition to its program leadership role, the HRD has the responsibility of ensuring that the County's Human Resources business is conducted in a manner that is compliant with law, and County Executive Office and Board of Supervisors policy, Merit System principles, and labor agreements. In this role, the HRD guides and monitors major Countywide HR activities and transactions in areas such as recruiting, EEO, labor relations, classification/pay, and labor agreement requirements to ensure organization-wide compliance.

During FY 2005-06, the HRD experienced a number of significant changes in terms of the organizational structure. These included the merger of CEO/Labor Relations with the HRD, the transfer of Volunteer and Intern services to the CEO, as well as the formation of HRD service teams designed to provide more responsive customer service and technical HR support to County Departments.

The HRD also took steps to improve communication among County HR professionals by establishing a monthly Leadership Forum and providing training on key HR topics. During FY 2005-06, Department leadership also represented the County's interests in labor contract negotiations and major issues associated with Retiree Medical and pension liability. Finally, the HRD completed the implementation of a new online recruiting system, a benchmark customer service survey, and continued to provide key countywide programs including Employee Benefits, classification and recruiting.

Decentralized Service Delivery

Most of the County's Human Resources processes and functions are organizationally decentralized. Specifically, each Agency/Department is staffed with HR practitioners who provide services to their organizations and directly report to their respective Department Head. The effort to decentralize HR functions and services countywide was initiated in 1996 by the Board of Supervisors as a starting point for a comprehensive and continuing process of

ongoing improvement in conjunction with the flattening of the organization and elimination of needless bureaucracies, thus realizing cost savings through efficiencies and more responsive service delivery.

Countywide HR services have never been fully decentralized although department HR teams handle the majority of process transactions and responsibilities. A decentralized service structure must often balance efficiency and responsiveness with factors of compliance and consistent business practice. Management and information systems help to integrate these factors and heighten a successful decentralization effort when combined with an interdependent accountability among the various participants which is supported through clearly defined and communicated policy and systems, and organizational development efforts. During FY 2006-07, the HRD will work with County departments to further decentralize HR functions and services.

The County's Workforce

The Board has authorized over 17,500 positions to deliver programs and services to the community and to meet mandated service requirements. These positions represent a broad range of occupations including legal, medical, law enforcement, executive management, administrative, finance/accounting, engineering, skilled trades, and human services. In addition to the broad spectrum of professional and technical occupations required to meet the County's complex service needs, the organization must also ensure that its workforce effectively represents and serves these wide-ranging communities. This objective requires a workforce reflective of the Orange County community as a whole, and possessing knowledge and awareness of various cultures, target group needs, and languages.

To cost effectively attract and retain such a large, highly skilled and diverse workforce, and to achieve being an "employer of choice", the County must develop and implement competitive organization-wide strategies in the areas of: recruiting, compensation and benefit program design and management, HR technology, workforce planning, classification, EEO, and performance management. These efforts are led by the Human Resources Department and developed and implemented in collaboration with the CEO, Agency/Department Heads, departmental HR Managers, and labor.

Challenges

Like all major public employers, the County of Orange faces many challenges relative to the competition for talent and service delivery. As the County's leader in defining the strategies and means to acquire and keep talent, the HRD must achieve its goals in a rapidly changing and complex environment. The major challenges that the HRD faces are as follows and are applicable to each of the **Goal** sections discussions in this document:

Economy - While the economy continues to grow, the cost of basic products and services, especially housing, health care, and gasoline, are dramatically increasing which impacts applicants' decisions to select the County as an employer.

Budget Constraints - Budgets remain constrained at both the State and local level while the cost of attracting and retaining talent is increasing.

Retiree Health and Pension Costs - The County, along with other employers nationwide, must identify and implement strategies to effectively manage the rising costs associated with retiree medical coverage and pension funding obligations.

Technological Complexity – Our employees must operate in a more complex, rapidly changing, information-rich, and technologically sophisticated environment. This requires continuing investment in technological solutions and the training and development of staff.

Skills and Talent Competition – Future public sector workforce needs increasingly compete with that of the private sector. This competition requires the public sector to aggressively market the value of public service and to be competitive in areas such as development, rewards, recognition and other areas.

Increasing Diversity – Increasing diversity of the workforce requires new organizational structures, strategies, and management skills to leverage the talent of this diversity. It also requires the ability to effectively reach diverse communities in our search for talent.

Changing Workforce Expectations – The changing workforce has an increasing desire for professional development and recognition of excellence in the workplace. The evolving workforce also expects to use cutting edge technology, having a larger part in organizational decision making and work for an organization that operates with employment policies that permit a greater work/life balance. The majority of new workforce entrants expect to have multiple careers and employers in their lifetimes.

Succession Planning – With 35% of the County workforce eligible to retire within the next few years, the County will experience and need to address a critical loss of expertise and knowledge while the job market for skilled employees becomes increasingly more competitive.

Changing Staffing Options – Contracted personnel, temporary help, and part-time employees are options that must be considered and utilized for the cost-effective management of County resources. However, usage must be balanced against County needs and legal obligations as well as cost benefits. New workforce policies and practices need to appropriately address this workforce shift.

Legislative Mandates – The HR and related legislative environment at both the Federal and State level is dynamic and rapidly changing. Legislative mandates offer ongoing challenges and opportunities that must be managed in terms of timely and effective feedback to legislators and implementation of legal requirements. In addition, HR must ensure that the County complies with requirements set forth in the Orange County Merit System Selection Rules and Appeals Procedures, the Personnel and Salary Resolution, and labor contracts.



The Human Resources Department Vision and Mission Statements and Core Values

Vision:

One Team-a leader in developing employee excellence and high quality service to the citizens of Orange County.

Mission:

Our mission, as the County's Human Resources Department, is to foster business and customer partnerships, provide exceptional customer service, and to proactively lead in the creation and use of effective organizational systems within a dynamic and diverse environment.

Core Values:

Honesty	Integrity
Trust	Quality
Courage	Consistent application
Appreciation	Sensitivity/interpathy
Service oriented	Responsive
Disciplined	Mastery

Customers

The Human Resources Department's clients include the Board of Supervisors, CEO, Agency/Department Heads, employees, retirees, department Human Resources Managers, vendors, contractors, and, other service providers. The Department partners with these groups to ensure that the County's business needs are understood and aligned with HR program priorities. The Department also views applicants as clients, and works to ensure that the employment application process is timely and user friendly.

Resources

The Human Resources Department is funded in combination with Internal Service Funds and the County General Fund.

GOALS

- 1. Provide leadership in the delivery and creation of Human Resources knowledge and systems to assist County departments in developing and achieving exceptional employee performance.**

The primary responsibilities of the HRD include creation and delivery of systems to disseminate information and share knowledge regarding HR policies and practices, and to provide the resources needed to efficiently process related transactions, and to effectively manage the workforce. The job of the HRD, therefore, is to assist the departments it serves to meet their program needs by helping them to attract and grow exceptional employee performance and to realize their constitutional and regulatory mandates in serving the citizens of Orange County.

The recent HRD organizational changes were made to help achieve this goal. With these changes in place, during FY 2006-07, the Human Resources Department will be working with the CEO, Agency/Department Heads, and agency/department HR managers to develop a Strategic Human Resources Plan for the County. This Plan will focus on the County's needs as a whole and serve as a guide for the next several years with respect to organization-wide HR priorities and in regard to systems and organizational development initiatives and the deployment of resources. Additionally, in conjunction with recommendations garnered through the *County of Orange Human Resources Organizational Review* conducted by Cooperative Personnel Services (CPS), the HRD will continue to incorporate information and business systems as well as development of HR professionals to help further decentralize Human Resources services.

In achieving this goal, the Human Resources Department will use the following strategies:

More fully utilize the newly formed HR Service Teams, and partner with agency/department heads and HR Managers to ensure that corporate HR support and information is provided in a timely and effective fashion.

Evaluate, expand and/or develop HR Information Systems and technology resources to expedite and track HR processes and communication of information.

Continue to consistently define and utilize competencies as the foundation for classification, recruiting, workforce planning, individual development

plans, performance management, and organizational development decisions.

Develop cost-effective, innovative global compensation programs that are competitive with other organizations, more adaptive to the rapidly changing needs of our employees and administered in a manner that acknowledges employees' contributions to overall County objectives.

Incorporate and highlight the many assets that the County provides as an employer into recruiting plans and materials and encourage partnering with the community to tap into potential sources of talent and provide readily available information to the public on County careers.

Enhance the County employment process as a positive experience for applicants by making it user friendly, timely and responsive to the applicant without compromising Merit System principles.

Develop and implement policies and procedures and related training addressing the employee disciplinary process as a guideline for department HR managers and county supervisors and managers, and an employee *Code of Conduct* to communicate related organizational expectations to employees.

Conduct and measure the results of a 2nd and follow up HRD Customer Service survey to operationalize and maintain an environment of "continuous improvement."

Operational Plan

The Human Resources Department in collaboration with agency/department HR staff will implement the following in each identified area:

Recruitment Coordination – Lead and manage the Countywide Recruitment Taskforce with a goal of coordinating recruitments and maximizing resources in order to fill key vacancies created by retirements. Also, an effort will be made to update the *Orange County Merit System Selection Rules and Appeals Procedure* to formally communicate more contemporary and pertinent recruitment policy and practices. Lastly, incorporate HRD Service Teams to provide related consultation services to department HR.

Workforce Planning – With the incorporation of employee development planning and Succession Planning into annual workforce planning process, continue working with Department Heads to evaluate the formal workforce planning tools developed and deployed in late 2004. Utilize

feedback received from planning efforts for administrative management employees and modify tools and strategies as indicated.

CAPS System - Continue to work with CEO IT, CEO Finance, and Auditor/Controller to set a strategic course to implement a new value driven approach for personnel/payroll functions.

Develop and implement critical HR systems - Continue to monitor system performance closely to identify further training and other needs relative to the new online recruiting system implemented in spring of 2005. Support and encourage departments to implement hiring centers available through the new online recruiting system.

Customer Satisfaction Survey – Utilize baseline data received from the initial Customer Satisfaction Survey completed in August 2005 to modify and develop HR customer service model. Conduct HR Customer Service survey annually to measure progress and improvements. Assist departmental HR Managers in implementing a similar survey within their organizations to determine customer satisfaction with departmental HR services to operationalize and maintain an environment of “continuous improvement.”

Countywide Strategic HR Plan – In conjunction with the CEO, Agency/Department Heads and agency/department HR Managers, develop a Countywide Strategic HR Plan in FY 2006-07, and collaboratively develop a countywide work plan that implements the goals of the Strategic Plan and effectively utilizes County resources on County HR priorities.

Benefits Review – Continue to provide benefits programs to County employees and their dependents that are cost effective, consistent with industry “best practices,” self managed, and attractive to the diverse needs of applicants and employees. During FY 2006-07, HR/Benefits staff will continue to work with stakeholder groups to evaluate and review County health plans for cost-saving opportunities for both the County and employees. Continue to work with CEO staff to provide the Board of Supervisors with recommendations on benefits design and Retiree Medical program options. Continue to negotiate with labor organizations regarding Retiree Medical with implementation of adopted changes to take place in January 2007.

Quantify the contribution and effectiveness of HR to the accomplishment of County goals by improving the Department’s performance measures through benchmarking, measuring results against industry “best practices,” and pursuing continuous improvement.

OUTCOME MEASURES (Goal 1)

Outcome Indicator	FY 04-05 Results	FY 05-06 Plan	FY 05-06 Anticipated Results	FY 06-07 Plan	How are we doing?
What: Time to Hire is a common baseline HR measure that provides information regarding how quickly an organization is able to fill a position once it is vacant.	N/A	Implementation of the NeoGov System	Implement the online hiring component within departments electing to use the component	Initiate tracking of performance measures in those departments using the online component	Pilot was completed; data will be available should departments implement the online hiring component of the Neo-Gov system
Why: Ability to fill key positions quickly is a significant measure in a competitive environment where candidates will be lost to employers using more contemporary and efficient hiring systems. Vacancies increase employer costs related to lost productivity, inefficiencies, use of overtime and drops in customer service delivery.		Provides an online process that incorporates a number of tools to help expedite and track hiring processes; is more applicant and recruiter accessible and directly incorporates the hiring authority in the process			

Outcome Measures (Goal 1 continued)

Outcome Indicator	FY 04-05 Results	FY 05-06 Plan	FY 05-06 Anticipated Results	FY 06-07 Plan	How are we doing?
What: HR Customer Satisfaction Survey			“Good” or better service rating (average of 3.1 on a scale of 1-4)	Increase overall rating to 3.5; evaluate improvement efforts with an objective of reducing performance “gaps”	Implemented August 2005; data was summarized, established a baseline, shared with department heads and gaps identified to include a need for improvement in the areas of timeliness, and the choice of options available to customers
Why: Customer Satisfaction is an important measure of customers’ perspectives on how well they believe their service needs have been met and how service was delivered: i.e. timely, courteous, and accurate etc. In regard to HR systems, a measure of how well they are working			A means to measure service delivery performance as well as use and effectiveness of HR systems		

2. Foster and strengthen customer and business partnerships to facilitate and enhance timely, contemporary and exceptional countywide Human Resources services.

Through the newly developed HR Service Teams and other structural changes, the HRD is partnering with Agency/Department Heads and agency/department HR managers to ensure that the response to HR issues is more timely, effective, and consistent with County policy. By improving accessibility to corporate HR staff, and communication between corporate HR and agency/department HR Managers, it is anticipated that issues will be identified earlier, which should increase the strategies available to resolve problems consistent with policy and the County's interest.

As noted in the previous section, a number of recommendations were made by CPS in conjunction with the *County of Orange Human Resources Organizational Review*, including a recommendation to hold regular meetings with departmental HR managers, and HR professional staff, to share information, identify HR systems needs, discuss and clarify policies and procedures and provide training on HR related subjects. In conjunction with those recommendations, the following strategies will be incorporated:

Communicate regularly and effectively with departmental HR Managers and their staffs through the monthly HR Leadership Forum, the Talent Seekers meetings, the Classification Working Group, the use of the HR Bulletin Board, the HR Portal, the online Classification Tracking system, and HR Service Teams.

Ensure that HR professionals countywide receive relevant training on HR topics on a consistent basis through the HR Leadership Forum or specialized training classes.

Harness current technology to help reduce service response time and improve services to applicants and employees.

Continuously review, design, and streamline our service delivery methods and policies and procedures to be more efficient and cost effective.

Champion technological solutions and innovations in Human Resources to provide timely, self-service products, and solutions of choice to our employees and customers.

Operational Plan

Communication - Continue to improve communication with departmental HR Managers by providing timely and accurate responses to inquiries, making timely decisions, and seeking input on matters effecting departmental HR operations before implementation of changes to policies and procedures.

Training – Provide regular training to HR Managers and their staffs in areas such as the law, Merit System Rules, policies and procedures, HR best practices, and technical HR practices.

Benefits Accessibility- Continue to implement strategies to increase employees' awareness of and comfort with utilizing the Benefits Center Web Site for new employees, qualified life event changes, the annual open enrollment period, and self-managing benefits.

Develop HR Outcome, Program and Process Measures - Specific outcome measures have been identified in this Plan relative to the Department's goals. However, following the completion of the HR Strategic Plan in July 2006, the HR Department will work with agency/department HR managers to identify additional outcome, program and process measures that will help assess the effectiveness of HR programs and initiatives.

Develop and communicate HR Policies and Procedures - Use of various mechanisms, technology and venues to engage participation in developing and communicating County HR policies and procedures county wide.

Wellness Initiative - Continue to work with Department representatives and labor through the Health and Wellness Commission to identify and implement Wellness solutions that improve employee health and reduce benefits costs to the County. Work with CEO staff to ensure a Wellness Program remains a strategic priority.

Continue to Maintain Strong and Effective Labor/Management Relations – Continue to work with Departments, County Counsel, CEO and the Board of Supervisors to develop negotiation strategies that are in the best interest of the County as a whole, and maintains a collaborative, productive relationship with our employee organizations.

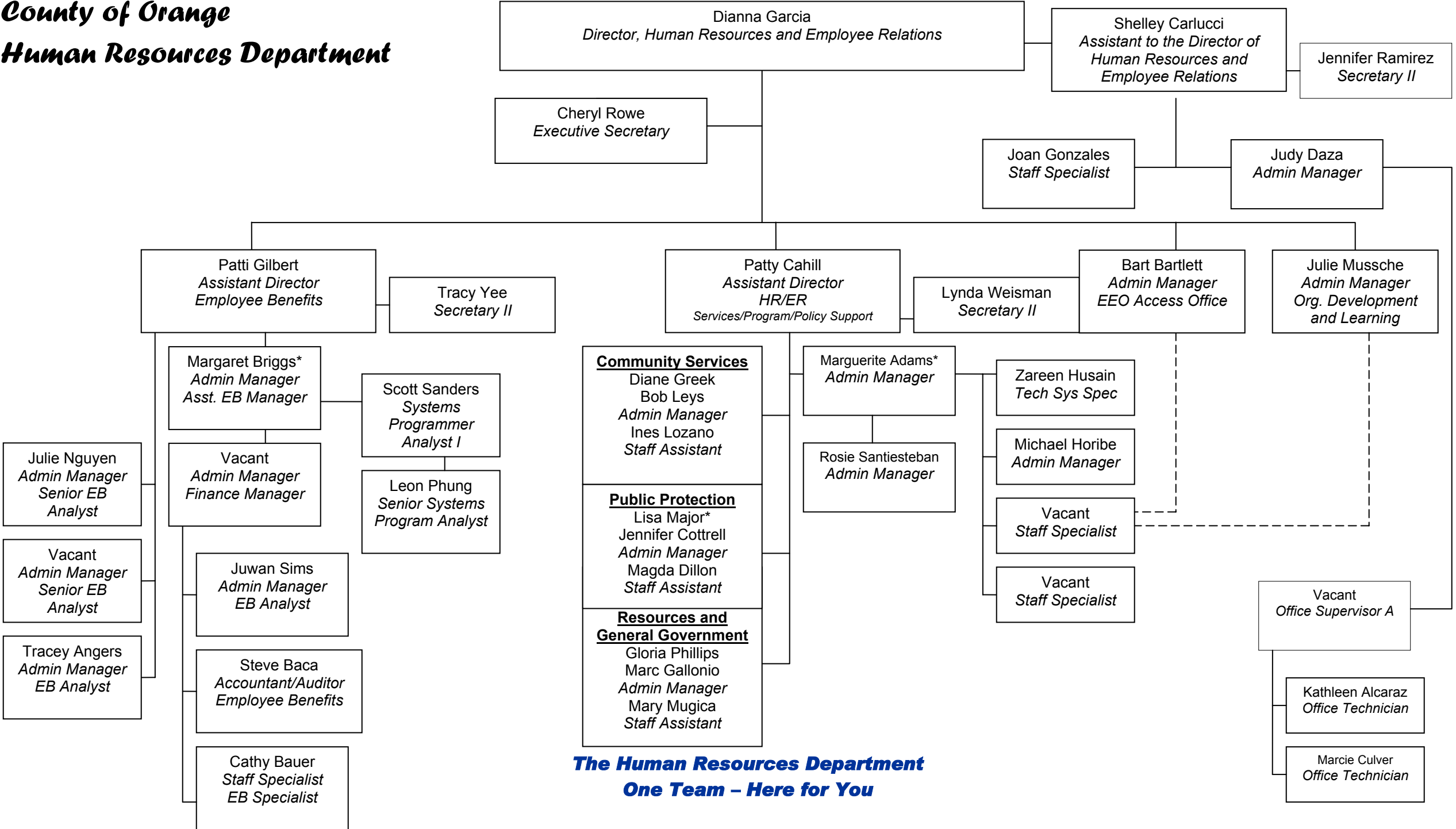
OUTCOME MEASURES (Goal 2)

Outcome Indicator	FY 04-05 Results	FY 05-06 Plan	FY 05-06 Anticipated Results	FY 06-07 Plan	How are we doing?
What: % of employees using web for open enrollment. The measure will help the HRD determine the extent to which employees are utilizing the web to manage their benefits package.	48%	50%		55%	Anticipate a 5% increase during FY 2006-07
Why: The Benefits Center Web Site allows employees to have 24/7 access to their benefits information for new employees to confidentially make benefits elections and for existing employees to make changes for qualified life events. In addition, increases usage of the Benefits Center Web Site will increase the cost effectiveness of managing the Benefits enrollment process. The goal is to have employees utilize this option. By measuring the usage during open enrollment, the HRD will be able to determine how many employees are using the web site and the extent to which further outreach and education is needed to increase usage.					

Outcome Measures (Goal 2 continued)

Outcome Indicator	FY 04-05 Results	FY 05-06 Plan	FY 05-06 Anticipated Results	FY 06-07 Plan	How are we doing?
What: HR Customer Satisfaction Survey			"Good" or better service rating (average of 3.1 on a scale of 1-4)	Increase overall rating to 3.5; evaluate improvement efforts with an objective of reducing performance "gaps"	Implemented August 2005; data was summarized, established a baseline, shared with department heads and gaps identified to include a need for improvement in the areas of timeliness, and the choice of options available to customers
Why: Customer Satisfaction is an important measure of customers' perspectives on how well they believe their service needs have been met and how service was delivered: i.e. timely, courteous, and accurate etc. In regard to HR systems, a measure of how well they are working			A means to measure service delivery performance as well as use and effectiveness of HR systems		

County of Orange
Human Resources Department



HUMAN RESOURCES DEPARTMENT

MAJOR ACTIVITIES / PROGRAMS

HR Administration – The manager of this unit serves as the Assistant to the HR Director and provides critical support on high level matters for and oversees a staff that provides direct support to the HR Director on critical projects; handles Department administrative functions including: budget, contracts and purchasing.

Employee Benefits – Strategic partner with the Board of Supervisors, CEO/Finance, and departments in the development of Countywide benefits strategies; manages and monitors all employee and retiree benefits programs including those associated with medical, dental, disability, defined contribution, unemployment insurance and Employee Assistance Program (EAP); negotiates and oversees provider and actuarial contracts; conducts research and makes recommendations on benefits related issues, alternatives and legislation; develops, initiates and administers benefits related technical systems.

HR Programs and Services – This is a new division that integrates HR programs including classification, recruiting, labor relations and discipline administration with the delivery of direct service to the departmental HR management. Each of the three HRD service teams is assigned specific departments and serves as the central point of contact for consultation and support on all HR matters. Team members also coordinate strategy development and implementation with countywide functions such as EEO, County Counsel and the Auditor/Controller. This Division maintains the County's classification and recruiting systems; participates in labor contract negotiations, administers the County's discipline and appeals programs, coordinates Countywide workforce planning; audits personnel and recruiting systems transactions for compliance with policies and procedures, and manages the development, implementation and maintenance of County HR systems.

EEO - Manages compliance of County EEO policies and procedures; consults with departments on case issues and mandated disability related interactive process; provides liaison to State and Federal regulatory agencies on case resolution; counsels employees with concerns/complaints relative to EEO issues; coordinates Countywide EEO training programs; coordinates annual filing of County EEO statistics with regulatory agencies and reviews/comments on HR and EEO legislation.

Organizational Development and Learning – This function is responsible for providing consultation and support to agencies/departments on organizational and general development issues and priorities. This function also keeps current on and communicates best practices in HR and employee development and disseminates information throughout the organization. Finally, this function plans,

organizes and coordinates the HR Leadership Forum and development of HR professionals throughout the County.

Appendix 2

Human Resources Department Management Team

Dianna Garcia – Director, Human Resources and Employee Relations

Shelley Carlucci – Assistant to the HR Director

Patti Gilbert – Assistant Director-Employee Benefits

Patty Cahill – Assistant Director-HR Programs and Services

Bart Bartlett – EEO Access Office Manager

Julie Mussche – Organizational Development and Learning Manager

Appendix 3

Labor Management Committee

The Human Resource Department is part of the CEO/Clerk of the Board Labor Management Committee (LMC). Given the Department's size and function, Human Resources will remain a part of the CEO/Clerk of the Board LMC.

The CEO/Clerk of the Board's current LMC is composed of the following individuals

Dianna Garcia (HRD), Darlene Bloom (COB) and Carl Crown (CEO)-
Sponsors

Rosemary Dey (CEO)

Candy Haggard (CEO)

Pat Martinez (COB)

Charlene McNair (COB)

Julie Mussche (Human Resources)

Rosie Santiesteban (Human Resources)

Aaron Peardon (OCEA)

Appendix 4

Human Resources Department Business Plan Team

Dianna Garcia – Director, Human Resources and Employee Relations

Shelley Carlucci – Assistant to the HR Director

Patti Gilbert – Assistant Director, Employee Benefits

Patty Cahill – Assistant Director HR Programs and Services

Bart Bartlett – EEO Access Office Manager

Julie Mussche – Organizational Development and Learning Manager

Joan Gonzales – Budget and Contracts Coordinator

Appendix 5

Human Resources Department Accomplishments FY-2005-06

As of December 2005

Recruiting

Implemented new online recruiting system, Neo-Gov, within planned timeframes. Received Customer Innovation Award for the system rollout.

Established and lead the Countywide Recruitment Taskforce to coordinate organization wide recruiting strategies to support Board direction regarding Managed Retirement Planning.

Provided periodic reports to the Board on progress towards coordinating recruitments and filling key positions vacated by retirements.

Provided countywide HR staff training on Merit System rules and principles.

Benefits

Implemented the new Benefits Center Web Site with two new web tools; Select-a-health plan and the Health Care Advisor.

Successfully completed three RFP processes for a Health Maintenance Organization health plan, for an Administrator for the Prescription Drug Card and Mail Order program and for an Administrator for the 457, 401(a) and 3121 Defined Contribution plans.

Negotiated a contract with CIGNA Health Plan holding the health plan rates for 2006 at the 2005 level saving the County approximately \$1.2 million dollars for 2006 in health plan premium costs to the County.

Introduced a new benefits communications campaign which was rolled out for the annual benefits Open Enrollment period with good success.

Established an IRC 415 Replacement Plan.

In the process of implementing the change of the Administrator for the Prescription Drug Card and Mail Order program from Caremark to Walgreens.

In the process of implementing a Loan Program for the 457 and 401(a) plans to be effective January 4, 2006.

Classification

Completed development and implementation of new administrative management occupational structure and performance management plan for executive law enforcement and administrative management.

In cooperation with labor, provided training to approximately 800 administrative, law enforcement and executive managers for MAP and EMAP.

Implemented classification elements of agreement with Probation Services bargaining unit.

Updated Classification Authorities list.

Provided "Basic Compensation" training to Countywide HR professionals.

Acquired the services of Salary.com for use by Countywide HR professionals.

EEO

Provided EEO Update Training for 3300 county managers and supervisors to ensure compliance with state AB 1825 mandated harassment prevention training and disability issues.

Conducted training for all county human resources professionals about the interplay among ADA/FEHA, Workers Compensation and disability retirement laws.

Contract Negotiations

AFSCME three-year contract adopted by the Board of Supervisors September 27, 2005

OCEA Probation Services Unit and Probation Supervisory Management Unit two-year contract adopted by the Board of Supervisors October 25, 2005

OCMA one-year contract adopted by the Board of Supervisors October 25, 2005

IHSS two-year contract adopted by the Board of Supervisors November 22, 2005

Employee Relations

Established Health and Wellness Commission

In collaboration with labor, trained 800 administrative, law enforcement and executive managers on the County's new performance management system

County Rideshare Program received the “Rideshare Program of the Year” from the Orange County Transit Authority.

Organizational Development

Finalized and implemented Customer Service Survey in conjunction with Human Resources Systems and Program Support.

Identified service gaps and followed up with selected department heads to clarify input

Resumed monthly HR Leadership Forum meetings with insertion of HR Manager development activities and an outcome of strengthening the working relationship between corporate and department HR managers

Provided definition and communication of restructure, both internally and externally

Provided definition and parameters for review of disciplinary process and related training

Assessed and provided recommendations regarding employee satisfaction survey

Developed a training calendar in conjunction with the HR Leadership Forum and HR Manager Training